



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7

DISTRIBUTION: A,B,C,J,S

CJCSI 3150.25

25 August 1997

## JOINT AFTER-ACTION REPORTING SYSTEM

- References:
- a. CJCSM 3500.03, 1 June 1996, "Joint Training Manual for the Armed Forces of the United States"
  - b. Exercise Scheduler (EXSCHED) User's Manual (Version 6.21), 1 April 1997
  - c. Joint Universal Lessons Learned System (JULLS) User's Manual (Version 6.21), 1 April 1997
  - d. CJCSM 3500.04A, 13 September 1996, "Universal Joint Task List"

1. Purpose. This instruction establishes reporting policies and general responsibilities for the management of the Joint After-Action Reporting System (JAARS).

2. Cancellation. Joint Pub 1-03.30, 15 April 1991 with Change 1, 30 April 1993, "Joint After-Action Reporting System" is canceled.

3. Applicability. This instruction applies to the Joint Staff, combatant commands, Services, Combat Support Agencies (CSAs), Defense agencies responsive to the Chairman of the Joint Chiefs of Staff, and OSD. Federal Emergency Management Agency (FEMA), which is the interface with other appropriate Federal agencies, may use the policies within this document for the resolution of interagency issues addressed during the after-action and lessons learned process.

4. Policy

- a. General. This publication applies to both the operational and training environment of US Armed Forces. JAARS is the formal process for the collection and dissemination of observations, lessons learned, and issues generated from joint operations and exercises. Lessons learned are sent by the combatant commanders, Services,

CSAs, and Defense agencies responsive to the Chairman of the Joint Chiefs of Staff, OSD, and FEMA to the Joint Center for Lessons Learned (JCLL) in joint after-action reports (JAARs). These joint after-action reports provide:

- (1) The official description of the operation or exercise.
  - (2) All significant lessons learned before, during, and after the event.
  - (3) Any significant issues (i.e., problems) and observations encountered during the exercise or operation.
- b. Operations. All operations (e.g., real-world operations) precipitated by an execute order or deployment order from the National Command Authorities require a complete joint after-action report (JAAR) to the JCLL.
- c. Exercises. All CJCS exercises listed in the CJCS Joint Training Master Schedule (CJCSN 3501) or its subset publication, the Quarterly Schedule of Significant Military Exercises (CJCSN 3502), require a joint after-action report to the JCLL. If the exercise was canceled prior to execution, a report stating cancellation is required. The type of JAAR, complete or abbreviated, submitted to the JCLL is at the discretion of the combatant commander. Enclosure A describes the contents of a complete and abbreviated report.
5. Definitions. See reference a.
6. Responsibilities
- a. Joint Staff, Operational Plans and Interoperability Directorate, J-7. The Joint Staff J-7 has designated the JCLL as the office of primary responsibility (OPR) for the administration and management of the JAARS. JCLL collects after-action reports on behalf of the joint community for inclusion into the Joint Universal Lessons Learned System (JULLS). Joint after-action reports classified SECRET and below are received by the JCLL at the following address: J-7/EAD, ATTN: JCLL, Joint Staff, The Pentagon, Room 1A688, Washington, DC 20318-7000 or via SIPRNET to: *dj9j7ead@nmcc20a.nmcc.smil.mil*.
  - b. Joint Staff, Joint Warfighting Center (JWFC). The JWFC is the principal provider of JCLL services to the combatant commanders, the Services, and the combat support agencies (CSAs). All JAARs sent to the Joint Staff J-7/EAD will be electronically forwarded to the JWFC where JCLL analysts will perform lessons learned analysis in support of the JAARS, and the CJCS Remedial Action Program.

c. Joint Staff Intelligence Directorate, J-2. The Joint Staff J-2 is the OPR for the administration and management of intelligence-related JAARs classified as Sensitive Compartmented Information (SCI). These lessons learned will be sent to the J-2O-2 Joint Intelligence Lessons Learned Working Group (JILLWG) at the following address: J-2 JILLWG, ATTN: DIA/J2O-2, Joint Staff, The Pentagon, Room MB922, Washington, D.C. 20430-5556 or via DODIIS E-mail to: *diem086@dia.ic.gov*. All SCI JULLS will be cross-referenced and assigned the standard 10-digit JULLS number in the SECRET and below JULLS database maintained by the JCLL. In addition, keywords, title, and summary comments classified SECRET or below will be entered in the database maintained by the JCLL with a reference directing those users with appropriate access to the SCI INTELINK database.

d. US Special Operations Command (USSOCOM). Any classified focal point system reports focused on special operations will be forwarded through focal point channels to USSOCOM, ATTN: SOJ3-S. All focal point JULLS will be cross-referenced and assigned the standard 10-digit JULLS number in the SECRET and below JULLS database maintained by the JCLL. In addition, keywords, title, and summary comments classified SECRET or below will be entered in the database maintained by the JCLL, with a reference directing those users with appropriate access to the focal point OPR.

e. Supported Command. The supported combatant command will submit a JAAR to the JCLL within 120 days following the operation or exercise completion (ENDEX). Shorter suspenses and/or multiple submissions may be required as circumstances dictate (e.g. extended operations may require interim reports).

f. Supporting Commands. Supporting commands, CSAs, and Defense agencies responsive to the Chairman of the Joint Chiefs of Staff, will submit their JAAR inputs to the supported combatant command as directed by the supported command.

7. Summary of Changes. This CJCSI is an update from the joint publication format used previously and is now in compliance with the currently used Joint Staff formats. The following content changes are highlighted:

a. Suspense of joint after-action reports to the JCLL is increased to 120 days vice 90.

- b. All CJCS exercises (CJCSN 3501) now require a complete or abbreviated JAAR or a cancellation report. The "NO JAAR" category is abolished.
  - c. All commands, agencies, and FEMA will properly analyze lessons learned before forwarding to the JCLL.
  - d. All individual JULL submissions to the JCLL require a linkage to one or more UJTL tasks (see references c and d).
8. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

/signature/  
DENNIS C. BLAIR  
Vice Admiral, U.S. Navy  
Director, Joint Staff

Enclosures:

- A--Format and Procedures
- B--Abbreviated JULLS Instructions
  - Appendix A - Summary JULL
  - Appendix B - Lessons Learned JULL
  - Appendix C - Assessment JULL

DISTRIBUTION

Distribution A, B, C, and J plus the following:

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Commandant, Army War College .....	2
Commandant, Naval War College.....	2
Commandant, Armed Forces Staff College .....	2
Federal Emergency Management Agency (FEMA) .....	6

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ENCLOSURE A

FORMAT AND PROCEDURES

1. Report Categories. The first decision of the commander is to determine what type of joint after-action report will be submitted to the higher headquarters or the JCLL. For joint training events, this input is made during the annual Joint Training Plan submission to J-7/JETD using the Exercise Scheduler (EXSCHED) Module of the Joint Exercise Management Package (JEMP). (See reference a and b). The type of report to be submitted will be determined by the respective commander in chief (CINC) based on the requirements of this publication.
2. Types of Joint After-Action Reports. Submission categories include "C," complete, and "A," abbreviated.

	<b>Table A-1 JAAR TYPES</b>	
SECTIONS	COMPLETE	ABBREVIATED
Transmittal Memorandum	Mandatory	Mandatory
Summary JULL	Mandatory	Mandatory
Individual Lessons Learned JULL	Mandatory	Optional
Assessment JULL	Optional	Optional
Executive Summary	Optional	Optional

- a. Complete JAAR. The sections of a JAAR are:
  - (1) A mandatory transmittal memorandum.
  - (2) A mandatory Summary JULL that details exercise or operational objectives, limitations, and major participants
  - (3) An Individual Lessons Learned JULL is mandatory in a complete JAAR. Individual Lessons Learned are a description of successes (i.e., lessons learned) or problems (i.e., issues) that were observed, including recommended actions.
  - (4) An optional Assessment JULL that includes an assessment by the commander of the overall exercise and its objectives. The assessment provides a complete appraisal of each objective of an operation and each Universal Joint Task List (UJTL)-based Joint Mission Essential Task (JMET) of an exercise.

(5) An optional Executive Summary that includes historical narrative and chronologies. The summary should include a statement that the report has been approved for release by the appropriate release authority.

NOTE: The Summary, Assessment, and Individual Lessons Learned JULL submissions are separate entries in the JULLS database.

b. Abbreviated JAAR

(1) The mandatory portions of an abbreviated report are the transmittal memorandum and a Summary JULL.

(2) Individual Lesson Learned JULL submissions will be submitted if lessons learned or issues are encountered.

(3) A brief assessment of each exercise objective may be included in the Summary JULL.

c. Cancellation Report. For those exercises that were canceled before execution, a memorandum stating that the exercise was canceled is required. The memorandum sent to the JCLL will be entered into the JULLS master database as a Summary JULL stating that the exercise was canceled. This will allow every exercise in the CJCS Master Schedule to be reconciled and accounted for quickly by searching the JULLS database.

2. Methods of Submission. Joint after-action reports are submitted to the JCLL in electronic format using the JULLS computer software and the Global Command and Control System (GCCS)/SIPRNET. The SIPRNET address is: *dj9j7ead@nmcc20a.nmcc.smil.mil*. An optional paper copy that includes an executive summary may be sent but is not required. The JULLS software is an IBM-compatible stand-alone computer program distributed through CINCs and Services, and is free to all DOD users. JULLS enables the JAAR to be part of an electronic database and permits the lessons to be efficiently analyzed, categorized, managed, and accessed. Submitted paper copies of JAARs must always be accompanied by an electronic copy on 3½-inch diskette or electronically forwarded as above, and will be sent to J-7/EAD, ATTN: JCLL, Joint Staff, The Pentagon 20318-7000 by registered mail or DOD courier.

3. Types of JULLS. Three types of JULL submissions may be attached to the JAAR and are described in detail in reference c. (Examples of JULL



submissions can be found in appendices to Enclosure B) Each type of JULL submission is summarized below.

a. Lesson Learned JULL. This is the most common type of JULL submission and records a specific lesson learned or issue noted during an exercise or operation. A lesson learned is defined as “a technique, procedure, or work-around that allowed the task to be accomplished to standard based on an identified shortcoming or deficiency within a specific command or circumstance.” (See reference a.) If the observation is not a lesson learned but raises an issue that has no immediate solution, then it should be reported under this type of JULL (Currently within the lesson learned system this is the only way to report an issue or problem observed). This type of JULL submission will always contain one or more UJTL tasks linked to the record.

b. Summary JULL. This type of JULL submission provides an overall picture of the objectives of an exercise or operation, and documents the facts of the event. The force structure or organization of the JTF or unit conducting the exercise or operation should be documented in a Summary JULL and at a minimum, contain the following items:

- (1) Types and sizes of units deployed (e.g., MP Battalion-500 personnel)
- (2) Length of deployment (e.g., 65 days)
- (3) Unit specialties/capabilities (e.g., water purification unit, special forces A team)
- (4) Types of specialized equipment/supplies deployed (e.g., fork lifts)

These type of JULL submissions will usually contain the JMETL tasks of the training event or the objectives of an operation as one or more UJTL tasks linked to the record.

c. Assessment JULL. This type of JULL submission reports the degree of success obtained in an exercise or operation. Assessment JULL submissions are usually done by commanders, their staffs, evaluators, or trainers. The Assessment JULL provides a complete appraisal of each objective of an operation, and each UJTL based JMET of an exercise. These type of JULL submissions will usually contain one or more UJTL tasks linked to the record. The Assessment JULL is optional and is not required to be submitted to the JCLL.

4. General Rules for Writing JULL submissions. The following procedures apply to all JULL submissions. (Please refer to reference c for further details):

- a. Stand-alone. Each Lesson Learned (Summary or Lesson Learned JULL) must stand alone (i.e., it must make sense without reference to any other lesson learned in the database or to any other document and must be a separate and searchable database entry).
- b. Acronyms. All acronyms and abbreviations must be spelled out the first time they are used in each lesson learned.
- c. Command Designation. Command designations must be explained the first time they are used in each lesson learned.
- d. Universal Language/UJTL. Each lesson learned paragraph should be written so that it can be understood and properly interpreted by personnel from all Services and all theaters. All tasks linked to the JULL submission, must be referenced from the current version of the UJTL (reference d).
- e. Size. Each lesson learned is limited (by the JULLS software) to 10,000 characters of narrative. If a lesson learned must be longer, it should be broken into as many parts of 10,000 characters as necessary (e.g., "(1 of 2)," "(2 of 2)") and appended to the title of each part. The software will automatically prompt you and build a second part if you specify yes when prompted.

## ENCLOSURE B

### ABBREVIATED JULLS INSTRUCTIONS

1. JULLS Number. This is a 10-digit number that uniquely identifies this lesson and is automatically generated by the JULLS software (leave blank on the worksheet). This paragraph will also include the name of the organization that prepared this lesson and the name and telephone number(s) of the point of contact.
2. Exercise. This includes the nickname of the operation or exercise and the dates of occurrence.
3. Keywords. This is a list of short words or phrases suggested for indexed searches.
4. Title. The title of each lesson learned reflects the subject area and the nature of the success or problem (e.g., "Excellent Communication Site Dispersion." This title provides clear description of the lesson learned, while "Communications Sites" would only provide the subject area).
  - a. If the JULL is an assessment of an exercise JMET or an operation objective, the title should begin with the term "ASSESSMENT -", for example, "ASSESSMENT - CPX 98 Maintain Reliable C4 Systems Task"
  - b. If the JULL is being provided as a provisional lesson learned as part of an interim report for long extended operations, the title will begin with the term "INTERIM -" For example, "INTERIM - Mobilization of Reserves Severely Degraded for Desert Operations."
5. Observation. This is a short factual statement of the observed success or problem, including exceptionally well-done tasks or procedures that should be advertised or shared. This can be negative, (i.e., what happened that was not supposed to or what did not occur that should have.) When the information is known, provide a full description of the success or problem that addresses the reasons or causes.
6. Discussion. This amplifies the success or problem statement and answers who, what, where, when, why, and how. If the lesson learned describes the positive actions taken to work around a problem, explain those actions in detail. If a problem could not be solved by the participants, explain why.

7. Lesson Learned. This is a statement of the positive action, if known, that was taken to generate the success or should have been taken to avoid or alleviate the problem. Avoid restating or paraphrasing the observation. Concentrate on the positive action. The exception is a situation where a problem is observed but no solution is apparent. If the observation raises an issue that has no immediate solution, use the phrase "INAPPLICABLE" for this paragraph. No lesson learned will be omitted because a positive solution cannot be immediately derived. The lesson learned is a statement of how to succeed or work around the problem, which other commanders can use.

8. Recommended Action. Statement of how to repeat the success or permanently correct the problem, and who should make the correction (e.g., "The Joint Staff should develop a systematic process to identify and resolve joint doctrine problems in the area of low intensity conflict."). The action could result in requiring new or modified publications, procuring new equipment, changing force structure, revising command relationships, improving training, etc. It should not be a restated lesson learned paragraph. If no action is necessary, enter "NONE REQUIRED" in the recommended action paragraph.

9. Comment. Any additional pertinent information is provided in this paragraph. The JULLS computer program also uses this area to place some administrative information that would not otherwise be seen in the long form of the output. Inputs for these fields, if applicable, should be provided in the worksheet space provided. These fields are:

- a. SUBJECT: One of a group of subject areas chosen by the submitter that identifies what the JULL is primarily about.
- b. INTEROPERABILITY: A field where the submitter identifies the aspect of interoperability that applies to this JULL.
- c. ECHELON: An identification of the level of formal center for lessons learned that will distribute the lesson to the field.
- d. LINK INFORMATION TO OTHER RELATED DATABASES: The appropriate identifiers are added in this area to specify the other related JEMP computer program databases for JMETs, Master Scenario Event Lists (MSELs), and the CJCS Joint Training Master Schedule (EXSCHED).

CLASSIFICATION

REPORT DATE:

JULLS LONG REPORT

1. (U) JULLS NUMBER: submitted by: COMMAND/CINC/etc.,  
Observer Name: DSN/COMMERCIAL PHONE NUMBER:
2. (U) Exercise/Operation Name: conducted by Dates:
3. (U) KEYWORDS:
4. (U) TITLE:
5. (U) OBSERVATION:
6. (U) DISCUSSION:
7. (U) LESSON LEARNED:
8. (U) RECOMMENDED ACTION:
9. (U) COMMENTS:

(U) TASKS: UJTL Task(s) will be linked here. (See reference d)

(U) SUBJECT: Place subject category here.(See below)

(U) INTEROPERABILITY: Place interoperability category here. (See below)

(U) Lesson Distributed by: Place echelon of lesson learned center to receive JULL here. (See below)

(U) DISPOSITION: JCLL will annotate the JULLs final disposition here.

Check one choice under each heading of the following:  
Identify any links to other training/exercise databases:

SUBJECT	INTEROPERABILITY	ECHELON
(A) R&D Acquisition	(D) Doctrine	( ) JCLL
(B) Public Affairs	(E) Exercise Design	( ) CALL
(C) Communications	(J) JTTP	( ) FTL
(D) Deployments	(M) Material	( ) Other
(E) Engineering	(P) Planning	
(F) Foreign Relations	(S) Force Structure	
(H) Medical	(T) Training	
(I) Intelligence		
(L) Logistics		
(M) Mobilization		
(N) Information Management		
(O) Operations		
(P) Personnel		
(T) Training		
(W) Legal		
(2) Command and Control		
(5) Plans and Policy		
(\$ ) Financial Management		
No subject code		

JMETL identifiers: Linkage to other JMETS/UJTLs.

Exercise Names: Linkage to other EXSCHED databases/exercises.

MSEL numbers: Linkage to the MSEL database.

APPENDIX A TO ENCLOSURE B

SAMPLE SUMMARY JUL

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JULLS LONG REPORT

1. (U) JULS NUMBER: 82951-51308 (00001), submitted by CINCUSNAVEUR, Lt Col Whaley, 514-4553, (171)514-4553.
2. (U) Exercise BALTIC CHALLENGE 96 conducted by USCINCEUR on 08/29/96.
3. (U) KEYWORDS: FTX (FIELD TRAINING EXERCISE), USN (US NAVY), USMC (US MARINE CORPS), GUARD COMPONENT, RESERVE COMPONENT, COMBINED COMMAND, LIAISON, STAFF FUNCTIONS, AIRBORNE/AIR DROP, LAND WARFARE, ENGINEER/MINES, UNIT TRAINING, CONUS MOVEMENT, STRATEGIC AIRLIFT, REDEPLOYMENT, EQUIPMENT, FACILITIES, HNS (HOST-NATION SUPPORT), AIRLIFT, INTEROPERABILITY, JOINT PLANNING, EXERCISE DESIGN, DIRECTIVES, EXERCISE PLANNING, BALTIC CHALLENGE 96, TRAINING, PLATOON.
4. (U) TITLE: SUMMARY -BALTIC CHALLENGE 96.
5. (U) GENERAL DESCRIPTION: Deploy forces to the host country to conduct a peacekeeping training exercise in the framework/spirit of the PfP (Partnership for Peace) program. Develop a common understanding of peacekeeping operations and improve military interoperability by training platoon size units in selected peacekeeping missions.
6. (U) DATES: 8 July to 18 July 1996
7. (U) LOCATION OF OPERATIONS: Latvia
8. (U) LOCATION OF PERSONNEL: Camp Adazi
9. (U) OBJECTIVES:
  - a. Provide commanders and staff with experience in controlling, organizing, and supporting a multi-national operation with peacekeeping forces under the provisions of Chapter 6 (Peacekeeping) of the UN Charter.
- (1) ASSESSMENT:
  - b. Reviewing, planning and implementing policies, procedures, and guidelines that spanned all phases of the exercise.
    - (1) Camp and Range security chain of command improvement recommendations.
    - (2) Unexploded ordnance in the training area.
    - (3) Use of local resources with construction and renovation projects.
    - (4) Rules of Engagement for personnel carrying arms.

UNCLASSIFIED

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JULLS LONG REPORT

c. Train multinational peacekeeping forces with a common standard.

(1) ASSESSMENT: Hands on training in dealing with antisnipers, extensive training in mine warfare.

d. Enhance individual soldier preparation, proficiency, unit/subunit coordination and readiness in executing missions as part of a coalition peacekeeping force.

(1) ASSESSMENT: Completion of numerous individual field training serials.

e. Examine and evaluate capability of existing organizational structures with respect to accomplishing peacekeeping operations.

(1) ASSESSMENT: Organizational assessment and implementation of the composite HHQ and DISTAFF during the mission. Critical review and implementation of the exercise communication plan.

f. Provide an opportunity for military personnel of participating countries to exchange basic peacekeeping information.

(1) ASSESSMENT: Planned (but in retrospect limited) integration between troops during training, meals and prior to lights out periods throughout the exercise.

g. Build trust and respect between US military personnel and national elements and Baltic States

(1) ASSESSMENT: The outline of future plans to improvement the buildings located within the Adazi Training facility with respect to future exercises. The high priority given to host nation press conferences and local media coverage of the exercise with respect to US interaction. The concerted effort put into participation and support of multinational ceremonies.

10. (U) LIMITATIONS: The exercise period from 11 July 1996 to 18 July 1996 proved to be to short. PFP funding was only allocated for foreign nationals not US.

11. (U) MAJOR PARTICIPANTS:  
USEUCOM:

- 1 - Protocol Officer
- 1 - CIB

USNAVEUR:

LTCOL Whaley - DISTAFF  
CAPT Garnto - Medical staff  
LT Albritton - Public Affairs  
YN2 Platten - DISTAFF

MARINE FORCES ATLANTIC/II MEF:

COL Anderson - Company Commander  
1 Infantry Company - "G" 2/6  
Medical DET - II MEF, FSSG

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JULLS LONG REPORT

US MARINE FORCES EUROPE:

- 04 - Logistics Officer
- E9 - Press SNCO
- E6 - Logistics SNCO
- E5 - Admin Assistant

MICHIGAN NATIONAL GUARD:

- 1 - Command SGT Major
- 2 - CIB/CVN
- 1 - Infantry Platoon

MARYLAND NATIONAL GUARD:

- 2 - CIB/CVB
- 1 - Infantry Platoon

PENNSYLVANIA NATIONAL GUARD:

- 2 - CIB/CVB
- 1 - Infantry Platoon

LATVIA:

- COL Eihmanis - Company Commander
- 1 - BN Commander (LTCOL)
- 6 - BN Staff
- 2 - CIB/CVB
- 1 - Active Duty Infantry Platoon

ESTONIA:

- 1 - Active Duty Infantry Platoon
- 1 - National Guard Infantry Platoon
- 3 - CIB/CVB

LITHUANIA:

- 1 - Active Duty Infantry platoon
- 1 - National Guard Infantry Platoon

BALTIC TRAINING BN:

- 1 - Estonian Training Company
- 1 - Latvian Training Company

--- (U) TASKS: OP 4.7 Provide Politico-Military Support to Other Nations, Groups and Government Agencies

ST 8.1 Foster Alliance and Regional Relations and Security Arrangements

--- (U) SUBJECT: TRAINING

--- (U) INTEROPERABILITY: JTTP

--- (U) Lesson distributed by. UCLL.

--- (U) DISPOSITION: NI

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APPENDIX B TO ENCLOSURE B

SAMPLE LESSON LEARNED JUL

UNCLASSIFIED

JULLS LONG REPORT

1. (U) JULLS NUMBER: 62732'47266 (12307), submitted by USACOM J72, LCDR Hardesty, 564-8635, (804)444-8635.
2. (U) CPX UNIFIED ENDEAVOR 95 conducted by USACOM on 04/20/95.
3. (U) KEYWORDS: UNIFIED ENDEAVOR 95, CPX (COMMAND POST EXERCISE), JTF (JOINT TASK FORCE), STAFF FUNCTIONS, MANPOWER & PERSONNEL, PUBLIC AFFAIRS, TARGETING, J2, OPERATIONS, OPERATIONAL TASKS, EW (ELECTRONIC WARFARE), OPSEC (OPS SECURITY), PSYOPS (PSYCHOLOGICAL OP), J3, J6, JOINT PUB 3-51, DTTP (DOC, TAC, TECH, PR), C2W.
4. (U) TITLE: JTF C2W Organization.
5. (U) OBSERVATION: During Unified Endeavor 95, JTF 780's C2W organization consisted of a "core" C2W Cell consisting of the C2W Officer (0-5), EW Officer (0-5), Deception Officer (0-4), OPSEC Officer (0-3), C2W Targeting Officer (0-3), Asst EW Officer (0-3), and two EW NCOs (E-6/7). This group performed extensive coordination with the JTF J2, J6, JPOTF, Public Affairs Office, Staff Judge Advocate, Joint Forces Fires Coordinator (staff function within the J3), Joint Targeting Coordination Board, and Operations Planning Group to synergize C2W efforts within the JTF staff.
6. (U) DISCUSSION: JTF 780's "core" C2W Cell centralized OPSEC, Deception, and EW personnel under the C2W officer. This arrangement led to a highly coordinated, synergistic planning effort in these areas. Because of the broader PSYOP mission, a JPOTF was formed which was in no way subordinate to the C2W Officer. However, the PSYOP effort was closely coordinated with the "core" C2W Cell both at daily meetings and numerous informal discussions throughout the day. The C2W Cell also ensured that a representative of the Public Affairs Office was included in the daily meeting and other necessary discussions to deconflict potential C2W actions with Public Affairs initiatives. J2 and J6 personnel attended the daily C2W meetings and performed required coordination to provide support to the C2W effort. One function of the larger C2W Cell meeting was consolidation of physical destruction target and protection nominations by all elements of C2W so the C2W Officer and C2W Targeting Officer could ensure that they were incorporated in the JTF targeting process. Of note, the "core" C2W Cell absorbed oversight of all functions listed for the Joint Commander's Electronic Warfare Staff (JCEWS) in Joint Pub 3-51. The consolidation of C2W and JCEWS functions took advantage of the overlap in manning and coordination requirements between the two organizations to reduce the number of required meetings and increase integration in planning. No flaws were observed in combining the functions.
7. (U) LESSON LEARNED: Use of a "core" C2W Cell containing OPSEC, Deception, and EW personnel working directly for the C2W Officer, who then reported to the J3, appeared to be a very viable method of organizing to synergize C2W activities. Using this organization, the C2W Officer was able to closely monitor all aspects of C2W and provide required direction to keep C2W activities moving forward and synchronized. The key to the success of this method of organization was close and continuous coordination by "core" C2W Cell members with other elements of the JTF staff and components.

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8. (U) RECOMMENDED ACTION: Consider modification of joint doctrine to allow for the combining of C2W Cell and JCEWS responsibilities when deemed appropriate by the JTF Commander.

9. (U) COMMENTS: (62732-47266): None.

---(U) TASKS: OP 5.4.5 Organize a Joint Force Headquarters  
OP 5.6.2 Plan and Integrate Operational C2W  
ST 5.5 Coordinate Theater-Wide Information Warfare (IW).

---(U) SUBJECT: OPERATIONS

---(U) INTEROPERABILITY: DOCTRINE

---(U) Lesson distributed by: JCLL.

---(U) DISPOSITION: NOTED ITEM CJCS RAP SG 95-2.

UNCLASSIFIED

APPENDIX C TO ENCLOSURE B

SAMPLE ASSESSMENT JULL

UNCLASSIFIED

JULLS LONG REPORT

1. (U) JULLS NUMBER: 21753-02001 (00002), submitted by HQ USEUCOM/ECJ37, LT COL HARRIS, 430-4101.
  2. (U) CPX TRAIL BLAZER 96 conducted by HQ USEUCOM on 08/02/96.
  3. (U) KEYWORDS: CPX (COMMAND POST EXERCISE), USA (US ARMY), USAF (US AIR FORCE), USN (US NAVY), USMC (US MARINE CORPS), TRAILBLAZER 96, TB 9 6, JTF, ATLANTIC COMMAND, OPORD.
  4. (U) TITLE: ASSESSMENT - Organize and Operate a JTF HQ and Draft an Initial OPORD.
  5. (U) OBSERVATION: The USAFE Core Joint Task Force (JTF) staff, EUCOM Joint Plug, and component core plugs received academic training on forming and functioning as a JTF HQ, practice in organizing and functioning as a JTF HQ, and practice drafting an Operations Order (OPORD).
  6. (U) DISCUSSION: Academic training was provided by a 14 person JTF Training Team provided by U.S. Atlantic Command (USACOM). Classroom, workshop, and seminars were conducted during the first three days of TRAILBLAZER 96 (TB 96) and included: forming a JTF; Joint Planning Fundamentals; Joint Logistic Fundamentals; Joint C4 Fundamentals; Joint Intelligence Fundamentals; Joint Targeting; Legal Services and Operational Law; Command and Control Warfare; JULLS; Theater Missile Defense; Joint Rear Area Operations; Peace Operations; U.S. Interagency Operations; Humanitarian Assistance Operations; and, Functional Area Academics. During the first day of the PLANEX, the JTF/CC was tasked with establishing a JTF. COMJTF, in conjunction with the key JTF staff, established a core JTF HQ organization. This organization was exercised over the next five days. During the last two days of the PLANEX, the JTF staff prepared and coordinated an OPORD using USEUCOM provided templates. This OPORD will form the basis of the execution phase during TB 97.
  7. (U) LESSON LEARNED: This lesson is an assessment.
  8. (U) RECOMMENDED ACTION: None required.
  9. (U) COMMENTS: (21753-02001): Objective - Train the COMJTF, his staff, and tasked component plug personnel in organizing and operating as a JTF HQ and drafting an initial operations order.
- (U) TASKS: OP 5.4.5 Organize a Joint Force Headquarters  
ST 5.3.4 Prepare and Coordinate Theater Strategy, Campaign Plans or Operation Plans, and Orders
- (U) SUBJECT: OPERATIONS
- (U) INTEROPERABILITY: JTTP
- (U) Lesson distributed by: UCLL
- (U) DISPOSITION: NI.
- UNCLASSIFIED